

nova scotia



civil service

commission

annual report 1982



To His Honour,

The Honourable John E. Shaffner
Lieutenant-Governor of Nova Scotia

May It Please Your Honour:

I have the honour to submit herewith the Report of the Nova
Scotia Civil Service Commission for the year ending March 31, 1982.

I have the honour to be, Sir,

Your obedient servant,

A handwritten signature in dark ink, appearing to read 'R. Russell', with a large, sweeping initial 'R'.

Ronald S. Russell
Minister in charge of the administration of
the Civil Service Act

Halifax, Nova Scotia

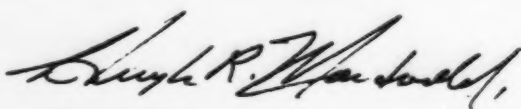
April 1, 1982



The Honourable Ronald S. Russell
Minister in charge of the administration
of the Civil Service Act
Province of Nova Scotia

Sir:

In conformity with the provisions of Section 5, subsection (j), of the Civil Service Act, Chapter 3, Revised Statutes of Nova Scotia, 1980, I have the honour to submit herewith the Report of the proceedings and work of the Civil Service Commission from April 1, 1981 to March 31, 1982.

A handwritten signature in dark ink, appearing to read "Hugh R. Macdonald". The signature is fluid and cursive, with a long horizontal stroke at the end.

Hugh R. Macdonald
Deputy Minister
Civil Service Commission

Halifax, Nova Scotia

April 1, 1982



STAFFING DIVISION — ANNUAL REPORT

The objectives of the Staffing Division are to provide personnel and employment services to departments, employees and the public. Major program areas include:

Staffing
Affirmative Action
Employment Services
Human Resource Development

Specific services provided by the Division during the past year included:

Departmental Services:

- 1) recruiting, screening and referring of qualified candidates for civil service vacancies;
- 2) providing salary ratings on applicants for employment;
- 3) assisting with departmental interview boards;
- 4) providing training programs for employees to meet identified training needs;
- 5) administering educational leave and alcohol/drug rehabilitation programs;
- 6) providing services and assistance to departments regarding performance appraisal, selection techniques, human resource planning, affirmative action.

General Services:

- 1) providing publicity, information and counselling to employees and the general public regarding employment opportunities;
- 2) participating in career days, speaking engagements in high schools and universities;
- 3) providing university recruitment and liaison regarding employment;

- 4) assisting in placing of students in work experience programs;
- 5) clerical skills testing;
- 6) summer employment;
- 7) outreach and regional recruitment;
- 8) affirmative action-initiatives to assist visible minorities, women, and handicapped persons achieve equal opportunity in employment.

During the past year progress was achieved in the program areas as follows:

1. Staffing

- guidelines on employee selection were prepared and distributed to all departments;
- a closer relationship with departments was fostered, largely through greater participation on selection boards;
- presentation of a Staffing Workshop for Managers in three departments, and the development and presentation of a two day Staffing for Managers training program;
- undertook discussions with the Victoria General Hospital and subsequently commenced implementing administrative changes to improve staffing service efficiency and effectiveness. This included continuing representation on the Nurse Recruiting Committee;
- continued efforts to improve publicity about vacancies;
- continued efforts to minimize time lag in responding to vacancy notification by providing qualified candidates.

The following section indicates activity and services provided during the past year:

A total of 1,852 appointments were made to and within the Civil Service under the authority of the Civil Service Act. These appoint-

ments represented an annualized investment of approximately \$37,000,000.

As in the past several years, no significant difficulties were encountered in recruiting qualified candidates. Four hundred and eighty appointments involved employee promotion, demotion, and transfer; the remaining 1,372 appointments were new appointments to the civil service.

One hundred and three positions were advertised in the media. Of these, 55 were advertised within Nova Scotia only; 19 were advertised in the Atlantic Provinces; 27 were advertised on a national basis; and 2 positions were advertised internationally.

Recruitment for 95% of positions resulted from:

- 1) publicizing vacancies in the Commission's Employment Opportunity Bulletin, which is prepared and circulated weekly to all government offices and Canada Employment Centres throughout Nova Scotia;
- 2) reviewing and screening the inventory of application forms maintained by the Staffing Section. All applications received are retained on the active inventory for up to one year, and this provides a continuing resource base of approximately 15,000-18,000 applications.

During the past year Staffing Officers participated on 112 selection boards. This represented a 70% increase over the previous year.

Four appointment decisions led to grievances being filed by employees who were unsuccessful candidates in competitions. Of these, the appointment decision was upheld on one occasion by the Arbitration Board, new competitions were required on two occasions, and one Arbitration Board decision is currently under appeal.

In addition to approximately 800 interviews conducted by Staffing Officers for selection boards, Staffing Officers conducted an additional 2,257 employment interviews throughout the year. Staff of the Division administered 81 clerical skills tests during the year.

13,244 applications for employment were received during the year and each was acknowledged, reviewed by a Staffing Officer, categorized according to employment interest, geographical

preference and qualification, placed in our application inventory and reviewed periodically during the year as appropriate vacancies occurred.

In providing qualified candidates for vacancies in the various departments of government, the Staffing Section maintained an average 4.7 day response time to secretarial, stenographic and clerk-typist vacancies, and an average 12.1 day response time to all other vacancies, of which 10 days were required to provide for required vacancy publicity.

2. Affirmative Action

A. Improvements in Identification and Follow-up with Target Candidates:

- (1) improving procedures to identify potential applicants for civil service employment who are black or disabled;
- (2) interviewing and counselling each target applicant identified;
- (3) maintaining a comprehensive skills inventory on target applicants and matching against all civil service vacancies;
- (4) referring target applicants where possible, and providing follow-up contact between Affirmative Action Officers and department managers where specific vacancies exist;
- (5) following-up to determine whether target applicants were interviewed in competitions or screened out without interview; whether successful or not; if screened out or not successful, why?

B. Review Committee Established:

A review committee comprised of the Executive Director, Nova Scotia Human Rights Commission, the Director of the Black United Front, a prominent black educator, the Deputy Minister of the Civil Service Commission and the Director of Staffing has been formed and has met periodically to review affirmative action program effectiveness as it relates to blacks.

C. Addition of Full-Time Affirmative Action Officer Position:

During the year it became increasingly clear that a second full-time professional employee was required to meet our affirmative action goals and commitments. In November, the position was filled.

D. Met with Legislative Advisory Committee on the Disabled:

A recent meeting with this committee has provided an opportunity to discuss some of the major concerns of disabled people regarding civil service employment. This has aided in providing us with a broader understanding of issues and possible avenues for enhancing program effectiveness for the disabled.

E. Completion of Skills Inventory:

During the year a skills inventory project was undertaken. We surveyed all black and handicapped employees. This has enabled us to identify situations where qualifications appeared out of line with position requirements, and follow-up contact and interviews of the employees affected has commenced.

F. Outreach Visitations:

Visits to communities with significant black population commenced and will continue monthly during the year. Activity varies from informal workshop approach to discuss basic job search techniques, to employment counselling to formal presentations.

STAFFING DIVISION**EMPLOYMENT SERVICES****April 1981 — March 1982****1. Career Day Participation:**

Mabou Consolidated School
Richmond Junior High (Halifax)
C.F.B. Halifax (Second Careers)
St. Mary's University
St. Patrick's High School
Career Options for Teachers

**2. Employment Opportunity Presentations to Students
(Public Schools and Adult Education Courses):**

Eastern Shore High School (2)
Bridgewater (3) Adult Education
Dartmouth AVTC (2)
Saint Patrick's High School
Hants East Rural High School
Lunenburg Vocational School (2)
Nova Scotia Institute of Technology
Annapolis Regional Vocational School
Guysborough
Sheet Harbour
Dartmouth Regional Vocational School

3. University Recruitment:

- visited all Nova Scotia universities and Mount Allison University, N.B., to recruit candidates for possible employment with Auditor General's Office
- Mount Saint Vincent — recruitment of medical, legal and executive stenographic and secretarial students

- College of Cape Breton — recruitment for Computer Programmer Trainees
- Acadia University — recruitment for Computer Programmer Trainees
- Dalhousie University — recruitment for Nurses
- Saint Francis Xavier University — recruitment for Nurses

4. Employment Briefings for Clerical Employees:

Department of Lands and Forests	3
Victoria General Hospital	1
Nova Scotia Hospital	2

5. Placement of Students — Work Experience:

Department	No. of Students	School
Attorney General	1	Amherst Regional High
	2	Annapolis Regional Voc.
	3	Lunenburg Regional Voc.
	1	St. Patrick's High
Civil Service Commission	2	Dartmouth Regional Voc.
	1	Lunenburg Regional Voc.
Consumer Affairs	2	St. Patrick's High
Environment	2	Halifax Regional Voc.
	4	St. Patrick's High
Finance	1	Annapolis Regional Voc.
	1	Halifax Regional Voc.
	1	J.L. Ilsley High
Government Services	2	Haris East Rural High
Health	1	Halifax Regional Voc.
	1	J.L. Ilsley High

Department	No. of Students	School
Mines and Energy	1	Lunenburg Regional Voc.
	1	St. Patrick's High
Municipal Affairs	1	Cole Harbour High
	1	Halifax Regional Voc.
	1	J.L. Ilsley High
N.S.C.O.D.D.	1	Queen Elizabeth High
Nova Scotia Hospital	3	Cole Harbour High
Purchasing Agency	1	Gordon Bell High
Social Services	2	Cole Harbour High
Tourism	2	Queen Elizabeth High
Transportation	6	J.L. Ilsley High
	1	"Career Exploration for Women" program
TOTAL		46

OCCUPATIONAL DISTRIBUTION BY SEX NOVA SCOTIA CIVIL SERVICE

December 1981

	Men		Women as % of Total Category				
	No.	No.	1980	1979	1978	1977	1976
Administrative	0*	0	33	33	36	0	6
Administrative Management	0*	0	100	50	21	21	18
Clerical	203	2,094	90	90	90	90	89
Administrative Support	10	301	96	96	96	94	95
Dental	8	0	0	0	0	0	12
Education "A"	131	37	23	24	28	27	24
Education "B"	214	63	19	20	19	18	19
Education Management	0*	0	14	13	13	12	10
Health Services "A"	155	368	89	88	89	88	88
Health Services "B"	90	376	81	82	83	81	78
Health Services Management	0*	0	82	82	82	80	78
Laboratory Scientists	6	1	14	14	17	20	20
Maintenance and Operational Services	380	2	2	1	1	2	1
Maintenance Management	4	0	0	0	0	0	0
Medical Services	29	5	15	20	14	11	11
Pathologists	11	5	28	22	17	20	20
Professional	713	264	25	24	24	24	23
Professional Management	0*	0	13	14	14	13	11
Services	121	279	70	70	70	73	71
Technical	1,269	282	18	18	17	17	17
Technical Management	5	0	17	12	8	7	7
Management Compensation Pay Plan	949	297	—	—	—	—	—
*Pay Plan Eliminated							

**SALARY DISTRIBUTION BY SEX
NOVA SCOTIA CIVIL SERVICE
December 1981**

	NUMBER		PERCENTAGE	
	MEN	WOMEN	MEN	WOMEN
Below \$15,000	541	2,343	19	81
\$15,000-\$20,000	907	1,846	33	67
\$20,000-\$30,000	1,931	1,117	63	37
\$30,000-\$40,000	719	123	85	15
\$40,000-\$50,000	200	16	93	7
\$50,000 +	41	12	77	23

**CIVIL SERVICE REPRESENTATION
BLACKS, NATIVE INDIANS, DISABLED
December 1981**

	BLACKS	NATIVE INDIANS	DISABLED
1975	136	3	N/A
1976	161	1	N/A
1977	154	4	N/A
1978	179	3	N/A
1979	179	6	34
1980	187	7	35
1981	196	6	46

**PROVINCE OF NOVA SCOTIA
HUMAN RESOURCE DEVELOPMENT
April 1, 1981 — March 31, 1982**

Introduction

The Civil Service Commission, Human Resource Development section, has focused its attention on meeting training and development needs as identified by government departments and agencies. During fiscal year 1981-82, greater emphasis was placed on the planning and identification process, with actual program delivery and content more closely aligned to specific knowledge and skill requirements. Through the combination of 1) in-service training programs, 2) the Educational Leave and course subsidization policy and 3) departmental and agency consultation, the Commission has concentrated its efforts in enhancing employee productivity and proficiency through various learning experiences.

The Human Resource Development staff have been developing a new policy framework to suit changing government priorities and objectives. It is hoped this new framework will be put in place early in fiscal year 1982-83 and that, coupled with a refined training needs identification process, will ensure a dynamic human resource development strategy.

Human Resource Development Programs

Based on the continuum approach to training and development, the programs offered during 1981-82 fell into four major categories: 1) Managerial and Supervisory Skills, 2) Communication Skills, 3) Support Staff Programs and 4) Education/Development Programs. The following comparison of training and development programs highlights the shift in emphasis towards more specific skill and knowledge programs.

A Three Year Comparison of Training

YEAR	TRAINING EVENTS	PARTICIPANTS	MAN DAYS OF TRAINING
1981-1982	48	827	1,781
1980-1981	45	824	1,571
1979-1980	35	712	1,367

New Programs

In an effort to promote more efficient and effective human resource management, the Commission designed and conducted a number of new personnel management programs.

Staffing for Managers

This program was designed to provide managers involved in the selection process with "hands on" skills required to make good selection decisions. The program included all aspects of pre-planning, screening, rating and reference checking as well as the legal framework surrounding the process.

Staff Relations for Managers

This program was designed to provide civil service managers with an appreciation of both the collective bargaining process and the labour relations process. It concentrated on the major highlights of Contract Interpretation, Grievance Procedures and Administering Discipline.

Performance Appraisal (Systems and Techniques)

This program was designed to assist departments in understanding performance appraisal and evaluation techniques so they could implement an effective departmental performance appraisal program. This program included sections on Measurement of Performance, Appraisal Interviewing and the Principles of Performance Appraisal.

**Management Compensation Plan —
Performance Appraisal and Evaluation**

A series of briefings were held in all departments in conjunction with the introduction of the new Managerial Compensation Plan. Phase II of the implementation process required all departments to participate in Performance Appraisal and Evaluation briefings to introduce the merit component of the Management Compensation process.

Pilot Program — Department of Municipal Affairs

The Department of Municipal Affairs, Assessment Division, com-

menced a one year pilot Performance Appraisal program for Provincial Assessors. The Commission, in consultation with the Department, designed an appraisal program for assessors with pilot implementation from January 1, 1982–December 31, 1982. In addition to the program, all Regional Directors of Assessment are participating in a four-phase training program to assist in the implementation of this pilot program.

Educational Leaves

The Commission administers the government of Nova Scotia's Educational Leave and Course Subsidization policy which is designed to enable departments to meet requirements for certain types of knowledge and skills that can be most effectively and economically met by means of educational leave or part-time study. Requests for leave or subsidization may arise as a result of:

- inability to recruit specific skills
- the need to develop skills, knowledge and experience of employees to meet identified and approved needs, priorities and objectives.

Fifty-one applications for educational leave were received during 1981–1982. Of the 51 leaves received, 10 were for university training at the graduate level, 4 were for university training at the undergraduate level and 37 were for technical training.

Consultative Services

In addition to the course offerings, the staff of the Human Resource Development Section participated on a consultative basis with departments in a number of areas. This consultative service will be expanded in the future. To date, it has addressed areas such as a) the identification of training and development needs, b) the design and evaluation of training programs, c) educational leave and tuition reimbursement, and d) information and consultation services for management, training or organizational development needs.

SUMMARY OF STAFF TRAINING AND DEVELOPMENT PROGRAMS

April 1, 1981-March 31, 1982

COURSE	NO. OF OFFERINGS	NO. OF PARTICIPANTS	M	F
Emergency First Aid	4	63	29	34
Pre-Retirement Planning Seminar	4	82	41	41
Management Development Seminar	1	13	9	4
Professional Development for Secretaries	3	37	—	37
Alcoholism and Drug Dependency	2	19	13	6
Making Effective Presentations	3	47	38	9
Evidence Giving and Court Procedures	2	35	30	5
Development Workshop for Support Staff	2	44	1	43
Effective Telephone Communication	4	104	3	101
Writing Effective Letters and Reports	3	46	29	17
Advanced Report Writing	3	39	33	6
Managing Management Time	1	30	23	7
Clerical Briefing	3	51	3	48
Performance Appraisal	3	53	12	41
Staff Relations for Managers	1	22	8	14
Organizational Analysis and Design	1	10	6	4
Supervisory Skills	3	58	45	13
Career Planning	3	43	—	43
Problem Solving and Decision Making	1	13	9	4
Staffing for Managers	1	18	11	7
TOTAL	48	827	343	484

During 1981-1982, 827 civil servants participated in 48 programs offered, for a total of 1,781 training days.

**STAFF TRAINING AND DEVELOPMENT
TRAINING SUMMARY
DEPARTMENTAL BREAKDOWN OF NUMBER
OF PARTICIPANTS IN TRAINING
April 1, 1981-March 31, 1982**

DEPARTMENT OR AGENCY	REQUESTS FOR EDUCATIONAL LEAVE	IN-SERVICE TRAINING
Agriculture and Marketing	1	17
Auditor General		1
Attorney General		11
Children's Aid Society of Halifax		2
Civil Service Commission		10
Consumer Affairs		5
Council of Maritime Premiers		3
Development		14
Education		68
Environment		41
Executive Council Office		3
Federal Government Employees		18
Finance		3
Fisheries		4
Government Services		5
Health	3	44
Intergovernmental Affairs		1
Izaak Walton Killam Hospital for Children		3
Labour and Manpower		11
Lands and Forest		43
Legislative Council Office		1
Management Board		7
Mines and Energy		6
Municipal Affairs		66
N.S. Commission on Drug Dependency	1	6
N.S. Liquor Commission		2
N.S. Purchasing Agency		3
N.S. Hospital	9	158
N.S. Housing Commission		31
N.S. Human Rights Commission		3
N.S. Research Foundation		8
N.S. Status of Women		1
Ombudsman		1
Policy Board	1	1
Premier's Office		1
Provincial Tax Commission		14

DEPARTMENT OR AGENCY	REQUESTS FOR EDUCATIONAL LEAVE	IN-SERVICE TRAINING
Recreation (Culture and Fitness)		10
Social Services		14
Tourism		14
Transportation	1	85
Victoria General Hospital	35	88
TOTAL	51	827

Co-operative Education Program

In recent years, a number of post-secondary educational institutions in Nova Scotia have introduced co-operative education programs in various courses of study. These programs formally integrate academic study with practical work experience by alternating semesters spent in the classroom with four to eight months of practical experience in career-related jobs. This system has proved beneficial to students, employers, and educational institutions — enhancing the employment potential of graduates, acting as a valuable recruiting mechanism, and improving the relevance of educational programs to changing labour market needs.

The Government of Nova Scotia has supported the development of co-operative education programs by Provincial educational institutions, and in May, 1980, Management Board approved a policy to employ co-operative education students in government departments and agencies. This policy is implemented by the Civil Service Commission's Co-operative Education Program, which coordinates placement of co-op students in government departments, and provides financial assistance to departments to subsidize co-op student salaries.

From the Program's inception January, 1981, to the end of FY 1981/82, a total of 36 co-op positions lasting four months each, had been created in 18 Nova Scotia government departments and agencies. Eighteen positions were funded by the Co-Operative Education Program, additional funding was obtained from the Provincial Summer Employment Program to fund the remaining 18 positions during the Summer 1981 work term.

The distribution of co-op students by department, course of study and university for the period January 1, 1981, to March 31,

1982, is indicated below:

TABLE 1
DISTRIBUTION OF CO-OP STUDENTS POSITIONS BY
DEPT. / AGENCY

Department/Agency	N	%
Advisory Council on the Status of Women	1	2.8
Civil Service Commission	1	2.8
Consumer Affairs	3	8.3
Culture, Recreation and Fitness	2	5.5
Development	7	19.4
Education	1	2.8
Environment	3	8.3
Fisheries	2	5.5
Health	2	5.5
Mines and Energy	1	2.8
Nova Scotia Hospital	2	5.5
Nova Scotia Housing Commission	1	2.8
Nova Scotia Research Foundation	2	5.5
Policy Board	1	2.8
Public Archives	1	2.8
Social Services	2	5.5
Tourism	1	2.8
Victoria General Hospital	3	8.3
TOTAL	36	99.7

TABLE 2
DISTRIBUTION OF CO-OP STUDENTS BY COURSE OF STUDY

Course of Study	N	%
Business Administration	8	22.2
Chemistry	2	5.5
Civil Engineering Technology	2	5.5
Consumer Studies	3	8.3
Economics	1	2.8
Environmental Planning	2	5.5
Food Science	1	2.8
Mathematics	1	2.8
Metallurgical Engineering	2	5.5
Home Economics	4	11.1
Public Administration	5	13.8
Public Relations	4	11.1
Sociology	1	2.8
TOTAL	36	99.7

TABLE 3
DISTRIBUTION OF STUDENTS BY EDUCATIONAL INSTITUTION

Educational Institution	N	%
College of Cape Breton	3	8.3
Dalhousie	10	27.7
Mount Saint Vincent	19	52.7
Nova Scotia College of Art and Design	2	5.5
Technical University of Nova Scotia	2	5.5
TOTAL	36	99.7

Preliminary program evaluation results, based on surveys of co-op student employees and their supervisors, indicate the program has achieved considerable success in providing career-related work experience to students and capable, productive employees to government departments and agencies.

**DIVISION OF STAFF RELATIONS
ANNUAL REPORT
FOR THE YEAR ENDING MARCH 31, 1982**

The Staff Relations Division is responsible for the planning, development, implementation and administration of the Collective Bargaining and Union Management Relations Program throughout the Civil Service, and within certain other portions of the Public Service of Nova Scotia.

Activities during 1981-82 involved collective bargaining, implementation of renewal agreements, interest arbitrations, rights adjudications, labour relations training for managers, and the day-to-day provision of advice and guidance to line departments on such matters as grievances, contract interpretation and disciplinary cases.

A. Collective Bargaining

1. Civil Service and Public Sector Bargaining

a) On October 21, 1981, the Commission and the Nova Scotia Government Employees Union signed a renewal Agreement respecting remuneration to employees who utilize privately owned automobiles on Government business.

This Agreement, effective from April 1, 1981, to June 30, 1982, provided rates as follows:

	April 1, 1981	November 1, 1981
0-16,093 kms	19.3 cents/kilometer	21.1 cents/kilometer
16,093.1 -24,140 kms	17.8 cents/kilometer	19.5 cents/kilometer
24,140.1 + kms	11.9 cents/kilometer	13.0 cents/kilometer

b) All nine Civil Service Agreements were negotiated during the fiscal year. Seven of the nine were resolved through direct bargaining between the parties without recourse to any third party intervention.

One Agreement, involving the 2200 member Clerical component, was finally resolved through Arbitration, after the membership rejected a Memorandum of Agreement negotiated between the Commission and the Union.

Negotiations for the remaining Agreement, covering Health Services Technologists and Technicians, broke down early in the process and was also referred to an Arbitration Board for hearing and decision.

- c) At year end, negotiations between the Commission and the NSGEU were continuing on such issues as Transfer and Relocation Expenses and Group Life, Health and Disability Insurance.
- d) The Division negotiated on behalf of the Minister of Education with the Nova Scotia Teachers' Union for the 11,500 teachers employed throughout Nova Scotia in the Public and Regional Vocational Schools.

This Agreement was signed on June 21, 1981 for the period August 1, 1981 to July 31, 1983.

- e) In performing its role as the liaison between the Management Board and Negotiators in the Hospital sector, the Division was indirectly but actively involved in the bargaining process. Unfortunately, this negotiation was not resolved until after a strike by a Common Front of Hospital Unions during September of 1981.

B . Civil Service Employee Relations Board

- a) The Civil Service Employee Relations Board was asked to determine whether certain classes of employees in the Department of Lands and Forests were to be included or excluded from the provisions of the Collective Bargaining Act because of their functions.

- b) The Civil Service Employee Relations Board was asked to adjudicate a disagreement between the Commission and the NSGEU on whether Public Health Inspectors were:

- 1) properly classified, and
- 2) placed in the proper bargaining unit

The Board determined that classification of positions was the sole right of the Employer. The Board further determined that the Inspectors were to remain in their present Agreement.

- c) The Civil Service Employee Relations Board was asked to rule on a NSGEU Appeal regarding a decision of a Civil Service Arbitration Board. The Arbitration Board, which was appointed to

resolve a dispute for the Health Services — Technical (HSB) Bargaining Unit, had to decide whether the Government could grant additional increases to a category of Physiotherapists over and above the increases awarded to the remaining bargaining unit.

The Employee Relations Board upheld this Union Appeal and, accordingly, the additional settlement for Physiotherapists was rolled back.

C. Other Highlights

Division Staff were actively associated with the organization and running of the Intergovernmental Classification, Compensation, and Collective Bargaining Workshop which was hosted by Nova Scotia and held in Halifax, in October, 1981.

The Division Director was selected as the Atlantic Regional Representative to the Executive of the Intergovernmental Classification, Compensation, and Collective Bargaining Workshop for a three year term.

Division Staff have developed and implemented a Training Program entitled Staff Relations for Managers. The Program has been provided to a number of Management groups in individual Departments and will be continued during the next fiscal year.

Twenty cases of unresolved grievances between individual employees and Departmental management were referred to Adjudication pursuant to the provisions of the Civil Service Collective Bargaining Act. This number of cases continues to indicate that the majority of complaints and grievances continue to be resolved through the grievance procedures in place in all Collective Agreements.

SUMMARY OF NEGOTIATED COLLECTIVE AGREEMENTS

BARGAINING UNIT	NO. OF EMPLOYEES	SETTLEMENT METHOD	SIGNING DATE	TERM OF AGREEMENT FROM TO	SALARY SETTLEMENT
1. Health Services (HSN) Nurses	1100	Bargained	April 7, 1981	Dec. 28/80-April 3/83 (27 months)	Dec. 28/80—\$709/annum adjustment + 10% Aug. 2/81—8% Apr. 4/82—9% Oct. 3/82—9.75%
2. Domestic and Institutional Services (SE)	420	Bargained	April 14, 1981	Dec. 28/80-Dec. 25/82 (24 months)	Dec. 28/80—\$1200/annum Dec. 27/81—10% Sept. 19/82—4%
3. Maintenance and Operational Services (MOS)	400	Bargained	April 28, 1981	March 22/81-March 19/83 (24 months)	Mar. 22/81—\$1600/annum Mar. 21/82—10% Sept. 19/82—4%
4. Professional (PR)	890	Bargained	May 12, 1981	Dec. 14/80-Dec. 11/82 (24 months)	Dec. 14/80—8% Aug. 9/81—8% Apr. 4/82—8%
5. Educational (EDA-B)	410	Bargained	May 26, 1981	Dec. 28/80-Dec. 25/82 (24 months)	Dec. 28/80—8% Aug. 23/81—8% Apr. 18/82—8%
6. Technical (TE)	1400	Bargained	May 26, 1981	March 22/81-March 19/83 (24 months)	Mar. 22/81—9% Nov. 15/81—8% July 11/82—8%

BARGAINING UNIT	NO. OF EMPLOYEES	SETTLEMENT METHOD	SIGNING DATE	TERM OF AGREEMENT FROM TO	SALARY SETTLEMENT
7. Health Services (HSA)	515	Bargained	June 5, 1981	Dec. 28/80-April 3/83 (27 months)	Dec. 28/80—12% Dec. 27/81—10% Sept. 5/82—8%
8. Health Services Technicians	425	Arbitrated	Aug. 21, 1982	Dec. 28/80-Dec. 27/82 (24 months)	Dec. 28/80—10% Aug. 23/81—10% Apr. 18/82—10%
9. Clerical and Related (CL)	2200	Arbitrated	Sept. 23, 1981	Dec. 28/80-Dec. 25/82 (24 months)	Dec. 28/80—\$850/annum plus 5% Dec. 27/81—10% June 27/82—7%

OFFICE SERVICES SECTION

During the past year, the Section continued to offer specific services to all departments, boards, commissions and agencies of government including information on government policies, proper completion of Civil Service Commission forms and procedures to be followed to implement various transactions. To provide this ongoing service, constant telephone contact with all departments of government is required daily.

Approximately 26,000 transactions were processed through the Section including appointments, separations, reclassifications, change of status, transfers, leaves, negotiated increases, periodic pay reviews, change of job titles, extensions, increments, suspensions, change of account numbers and position numbers and allowances and deductions. About 80% of these transactions required that employees be notified by letter. Processing those letters has been aided by the introduction this fiscal year of a mini-word processor.

The Computer Based Personnel Administration and Information System, which contains the history records of all Civil Servants has been upgraded by deleting old programs, which have never been utilized and streamlining the other programs, which provide required information to the Civil Service Commission and all departments of government. In addition to its continued use in the implementation of increments, periodic pay reviews and collective agreement increases as well as numerous other employee statistics, the System was instrumental in implementing the new Management Compensation Pay Plan.

Approximately 247 injuries to Civil Servants and Order-in-Council appointees while on duty were processed through the Section to the Worker's Compensation Board.

The Annual Long Service Award Presentation Ceremony was held at Government House on October 30, 1981. Fifty-four (54) public servants representing 13 departments of government, who had completed 25 years of service with the Province of Nova Scotia were presented with Citations and Awards by His Honour, Lieutenant Governor John E. Shaffner, assisted by Mr. Hugh R. Macdonald, Deputy Minister, Civil Service Commission.

**RECIPIENTS OF LONG SERVICE AWARD
BY DEPARTMENT****Attorney General**

M. Bernice MacDonald
Martin D. Haley

Auditor General

Kenneth D. McDonald

**Board of Commissioners
of Public Utilities**

William C. Allen

Education

Madeleine M. Carlon
Marjorie Robertson
Gordon R. Fulton

Health

Marcia C. Veinot
Jean Ferguson
Annie I. MacDonald

Lands and Forests

George L. MacQuarrie
Walter A. McKillop
Merle G. Jewers

**Commission on
Drug Dependency**

Anna K. Evans
Eileen R. Boutilier
Lucy M. French

Nova Scotia Hospital

Ainsley Gale
Margaret L. Hemeon
Arthur L. Bennett
Ronald Wells
M. Laura MacNeill

Provincial Tax Commission

Francis J. Horner
Warren T. Jennings

Social Services

William D. MacLeod
Donald A. Lefurgey
Elliott J. MacKinnon
Walter C. Bonnell
Murray S. Perry

Tourism

E. Joan Campbell

Transportation

Lloyd G. Addington
George L. Allen
Blake L. Curry
James Clark
Philip W. Evans
Anne M. Hanrahan
Hezekiah H. Henderson
Robert E. Jay
Alexander M. McDonald
Singleton J. Mason
John S. Nicholson
Melvin G. Perry
Weldon E. Rodenhiser
Reginald S. Sutherland
Arthur W. Young

Victoria General Hospital

Lois Arsenault
Cyril G. Watts
John C. LeRue
Joan A. Stewart
Theresa Goudreault
Isobel J. Paterson
Eric A. Blackburn
Donald F. Hunter
Gregory T. Cummings
Stanley J. Cornell

DIVISION OF COMPENSATION

Management Compensation

During the year, the division implemented a new job evaluation and compensation system for approximately 1,300 managerial and non-bargaining professional positions across the civil service. Since this major project, which was initiated in March of 1980, was not implemented until August, 1981, it was necessary to put through interim adjustments for certain management pay plans because of compression problems caused by settlements in the various bargaining units. A summary of adjustments for non-bargaining pay plans is found in Table II.

After an in-depth review and evaluation of the positions, each position was slotted into one of thirty-five classification levels within the new management compensation pay plan (MCP). Therefore, instead of having our management employees classified under a number of pay plans — Professional Management; Technical Management; Maintenance Management; Health Services Management; Educational Management; Service Management — they have now all been evaluated against a common criteria and assigned to this all-encompassing pay plan.

Each of the classification levels was then assigned a salary range which was developed based on what other employers would pay for a similar level of responsibility.

Since the job evaluation system now employed by the Civil Service Commission is widely used by other organizations in Canada, the Commission has available to it much more information on salary levels being paid by other employers across the country and within the Atlantic Region.

Upon conversion to the new plan, all employees received a minimum adjustment of three percent (3%) and the average adjustment for the 1,300 employees was approximately five percent (5%).

Another important feature of the new plan is that it provides a merit pay system, in which an employee's position within a salary range and level of remuneration depends on the employee's level of performance over the year.

To assist departments in evaluating performance, the Commission developed a basic performance appraisal system and conducted briefing sessions for all managers who would be affected by the performance appraisal system.

Performance appraisal is a very useful management tool which can be extremely valuable in human resources management, and

the Commission is looking forward to working with departments to further develop this program.

Benefits

The division continues to monitor the level of benefits and working conditions available to non-bargaining employees to ensure they are in line with those available in various collective agreements within the service and in other organizations with whom we might be in competition for resources.

We have been continuing our major review of: Group Assurance, Group Supplementary Health and Long Term Disability Insurance for our managerial and other excluded employees.

This year we have implemented enhancements to the Group Life Assurance Plan and we hope to implement changes to the Group Supplementary Health Plan and introduce a Long Term Disability Plan in the next fiscal year.

Compensation Research

The division again maintained an active program of compensation research to support the Commission's collective bargaining and classification functions.

As the central compensation authority for the provincial government we are again called upon by a great number of private and public organizations for information on the levels of salaries and benefits available to civil servants.

This function was reorganized slightly during this year and, although the changes resulted in a reduced staff complement, the changes have proven to be effective.

Position Evaluation

The Division maintained its on-going activity in the area of position classification. In a service as functionally and geographically diversified as the civil service, there is an ongoing need for additional skills of both a general and specialized nature. Thus the division reviews a number of requests to recognize these changes in the required level of job performance. This year the division considered the following:

128 positions classified under the Civil Service Classifications and pay plans were reviewed and reassigned to

higher classes as a result of significant changes in the nature and extent of duties and responsibilities of the positions

88 positions were established and classified to accommodate expanding government services

28 positions were deleted following re-organization of departmental establishment and re-assignment of the duties and responsibilities of these positions to newly established positions

1536 persons were reclassified because of promotion to more responsible positions and/or as a result of upgrading their qualifications

1058 Management Board requests for additional and replacement requests were processed and reports sent by division

Committees

The staff of the division participated in:

- The Joint Salary Committee of the Department of Health and the Nova Scotia Association of Health Organizations;
- The committee charged with the responsibility of reviewing benefits;
- The committees which were charged with the responsibility of evaluating all positions under the new management compensation system;
- The Staffing Advisory Committee.

Staff Training and Development

Staff participated in various training programs to provide them with additional ability to provide a wide range of services to various departments of government.

These courses varied in length and subject matter, and approval was based on the division's desire to maximize the benefits

of training within a limited training budget.

The division also instituted a process whereby any employee who participated in a training program was required to present an overview of the course, highlighting the most significant aspects, for the rest of the division.

This has proven to be an effective way of passing on information and improving the presentation skills of members of the staff.

TABLE I
POSITIONS REVIEWED BY PAY PLAN V-
1981-1982

Pay Plans	Established	Higher	Lower	Delete	Title Change
CL	24	66	1	7	10
AS	7	14		3	
DPP		—			
EDA	2	1			
EDB		—			
EDM		1			
HSA		—		1	
HSB	5	1		2	
HSM	1	—			3
HSN		1		1	1
LS		—			
MOS	1	3		2	2
MMP		—		1	
MS		—			
PA		—			
PRM	11	5		4	18
PR	19	15	1	1	12
SA		—			
SE	2	6	1	3	1
SNA		—			
TE	10	15		2	6
TM	6	—		1	3
UNS		—			
TOTAL	88	128	3	28	56

TABLE II
SUMMARY OF PERIODIC PAY REVIEWS
FOR
NON-BARGAINING CLASSES

Employee Group	Effective Date	No. of Employees	Increase	Approximate Cost
Maintenance Management (MMP)	22/03/81	74	Average 10.5%	\$143,403
Technical Management (TM)	23/03/81	250	10.5%	\$551,918
Administrative Support (AS)	27/12/81	293	Varies from 13.3% to 10% for an average of 10.2%	\$447,273
Professional Management (PRM)	19/04/81	666	10.5% up to maximum of 4,000/annum (average increase 10.5%)	\$2,158,009
Medical Services (MS)	22/03/81	32	Average 11.8%	\$198,339
Pathologists (PA)	22/03/81	18	13.5%	\$156,510
Laboratory Scientists (LS)	22/03/81	6	13.5%	\$43,238
Dental Services (DPP)	01/05/81	8	10.5%	\$33,569

TABLE III
APPOINTMENTS AND SEPARATIONS BY STATUS
April 1, 1981-March 31, 1982

Status	Appointments	Separations
Temporary/Summer	345	345
Temporary	66	49
Term	123	49
Probationary/Permanent	1195	1049
TOTAL	1729	1492

TABLE IV

Reasons for separations of permanent, probationary, term, temporary and temporary summer employees from the Civil Service during the fiscal year of 1981-1982.

Department	Permanent	Probationary	Term	Temporary	Summer	Total
Relocation	127	58	4	6	3	198
Marriage	4	7	—	—	—	11
Pregnancy	16	7	—	2	—	25
Continue Further Education	36	21	1	3	—	61
Travel	—	1	—	—	—	1
Self Employment	—	—	—	—	—	—
Working Environment	9	8	—	—	—	17
Conditions of Employment	3	8	1	—	—	12
Another Position	151	86	13	8	8	266
Left Without Notice	2	2	—	—	—	4
Unsuited for Position	6	14	3	1	—	24
Illness	13	9	1	4	2	29
Overage	56	2	2	—	—	60
Deceased	16	3	—	—	—	19
Elective Retirement	76	—	1	4	—	81
Project Completed	—	—	—	—	—	—
Summer Employment	—	6	—	4	349	359
Term Employment	—	—	4	—	—	4
Temporary Employment	—	—	—	19	1	20
Appointment Cancelled	—	1	—	—	—	1
Personal	201	73	15	1	4	294
Miscellaneous	4	—	1	1	—	6
TOTAL	720	307	49	49	367	1492

TABLE V

Number of temporary, term, probationary and permanent Civil Service employees as of March 31, 1982.

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Agriculture and Marketing					
Field Services		1	240	241	
Agricultural College		2	127	129	370
Attorney General		5	380	385	385
Consumer Affairs					
Administration			8	8	
Consumer Affairs Bureau			30	30	
Residential Tenancies Board		12	12	24	
Amusement Regulation Board		1	9	10	
Credit Union Inspection			10	10	
Rent Review Commission		15		15	97
Culture, Recreation and Fitness			49	49	49
Development		4	143	147	147
Education					
General	2	45	273	320	
N.S.T.C.		1	92	93	
N.S.I.T.		20	112	132	
N.S.L.S.I.			19	19	
N.S.N.I.		20	13	33	
A.V.T.C.	1	100	86	187	
N.S.M.		11	62	73	857
Environment		4	112	116	
E.M.O.			11	11	127
Finance					
Head Office	1		120	121	
Provincial Tax Commission	1		153	153	274
Fisheries		5	68	73	73

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Government Services					
Finance and Administration			41	41	
S.C.S.			148	148	
Information Services			48	48	
Const. and Accom. Services			32	32	
Policy and Planning			6	6	275
Health					
Health General	1	8	542	551	
Victoria General Hospital	22	5	2414	2441	
Nova Scotia Hospital		1	699	700	
N.S.C.O.D.D.			168	168	3860
Labour			121	121	121
Lands and Forests	1	48	446	495	495
Mines and Energy		18	94	112	112
Municipal Affairs		19	246	265	265
Public Service					
Auditor General		7	23	30	
Civil Service Commission		1	47	48	
Executive Council			13	13	
Government House			4	4	
N.S.H.C.		42	121	163	
Human Rights Commission			22	22	
Office of the Premier			6	6	
Ombudsman			3	3	
Management Board			15	15	
Elections Office			2	2	
Protocol Office			3	3	
Legislative Expenses			1	1	
Ministers Salaries and Expenses		1		1	
Advisory Council on Status of Women			2	2	
Exprop. Comp. Board			1	1	
N.S.P.C.			5	5	
Motor Carrier Act			25	25	
Office of the Speaker			20	20	
Intergovernmental Affairs			5	5	

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Educ. Fund for Black Students			1	1	
Legislative Council			5	5	
N.S. Gov't Purchasing Agency			21	21	
Salvage Yards Licensing Act			9	9	
Gasoline Licensing Act			8	8	
N.S. Lottery Commission			3	3	
N.S. Horse Racing Commission			1	1	417
Social Services	2	1	816	819	819
Tourism			75	75	75
Transportation		20	926	946	946
TOTALS	30	417	9317	9764	9764

TABLE VI
INCREASE IN CIVIL SERVICE
FROM 1961/62 TO 1981/82

Fiscal Year	Appointments	Separations	Number of Civil Servants as of March 31	Increase/Decrease over Previous Year	Percent Increase/Decrease
1961/62	1,246	1,102	4,373	—	—
1962/63	852	982	4,243	-130	-2.9
1963/64	1,142	946	4,439	+ 196	4.6
1964/65	1,237	1,007	4,669	+ 230	5.2
1965/66	1,647	1,218	5,098	+ 429	9.2
1966/67	1,684	1,038	5,744	+ 646	12.7
1967/68	1,978	1,326	6,396	+ 652	11.4
1968/69	1,811	1,359	6,848	+ 452	7.1
1969/70	1,889	1,422	7,315	+ 467	6.8
1970/71	1,620	1,351	7,584	+ 269	3.7
1971/72	1,406	1,277	7,713	+ 129	1.7
1972/73	1,609	1,395	7,927	+ 214	2.8
1973/74	2,060	1,589	8,400	+ 473	6.0
1974/75	2,243	1,833	8,808	+ 408	4.9
1975/76	2,756	2,447	9,106	+ 298	3.4
1976/77	1,799	1,818	9,087	-19	-.2
1977/78	1,888	1,840	9,135	+ 58	.6
1978/79	1,872	1,586	9,421	+ 286	3.1
1979/80	1,589	1,506	9,504	+ 83	.9
1980/81	1,492	1,470	9,526	+ 26	.3
1981/82	1,729	1,491	9,764	+ 238	2.4